Kentucky Certified Public Manager® Program

Governmental Services Center

Mission Statement

The Governmental Services Center (GSC) mission is to provide innovative learning and performance consulting services that assist individuals and organizations in Kentucky state and local governments to continuously improve performance and meet future challenges.

Kentucky Certified Public Manager® Program

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Administered by:

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In partnership with:

Kentucky State University

- The Kentucky Certified Public Manager® (KCPM) program is a two-year program.

- The KCPM program focuses on developing and enhancing competencies required for effectively improving self, team and group performance.

- The KCPM program is appropriate for directors, managers, and supervisors as well as those who manage projects or programs. In addition, the program is appropriate for those who have leadership aspirations and have demonstrated excellent leadership potential. The CPM program is open to state and government-related entities.

A candidate is awarded the Certified Public Manager® designation upon completion of the CPM program.

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Certified Public Manager Program Handbook

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General Information

The Governmental Services Center (GSC) is in the business of change - helping to improve individual and organizational performance throughout Kentucky government. It acts as the catalyst for change in government organizations through its employee training and organizational consulting services. GSC is located on the Kentucky State University campus with offices and classrooms in the Carroll Academic Services Building. The building is the first one on the right using the entrance at East Main and Martin Luther King Boulevard. More information about our programs and services can be found on our web page http://personnel.ky.gov or by calling our office (**502-564-8170 or 502-564-7455 ext. 253**).

History

State government first provided management training to employees in 1981. The staff developed a curriculum for the Kentucky Career Manager program and in 1985, joined the National Certified Public Manager**®** Consortium as an associate member. Four years later, Kentucky achieved full accreditation. The Consortium reviews accredited state programs throughout the country every five years for continued accreditation.

National Certified Public Manager® Consortium

The National Certified Public Manager**®** Consortium is an association of government organizations, which recognizes that systematic training programs are essential in maintaining and improving the effectiveness and professionalism of government managers. The Consortium is responsible for CPM programs accreditation. Kentucky has two voting members represented on the Consortium. At the Consortium convention in September 2008, the National Certified Public Manager**®** Consortium recognized 37 states, the District of Columbia, U.S. D.A., and Metropolitan Washington Council of Governments as accredited, active or associate members.

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Partnership with Kentucky State University

In July 2006, Kentucky's Certified Public Manager® program made history by becoming the first state in the consortium to partner with a Historically Black college or university in the implementation of the nationally accredited CPM program. Kentucky State University's Public Administration Department and the Office of Continuing and Distance Education provide staff and faculty support to administer 150 hours of the 300 hours, course requirement of the CPM program.

Kentucky Society of Certified Public Managers®

The Kentucky Society of Certified Public Managers® (KSCPM) is a professional, accredited society of public sector managers. Kentucky's Society is a member of the American Academy of Certified Public Managers (AACPM). Membership to the Society is open to those who are active in CPM or are graduates of the KCPM program. A link to web pages for both groups is found on http://www.kscpm.org.

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Purpose of the Program

The Kentucky Certified Public Manager® program's objective is to build and maintain a core of skilled leaders to direct, manage and supervise employees, programs and projects in the public sector within Kentucky. Presenting the latest management theories and providing skills in current government practices and principles have made the KCPM program a flagship program.

Based on the objective of the program, the target audiences for the program are managers or those employees who aspire to become managers. **Note:** Employees who have a Masters of Public Administration (MPA) may find more value in attending Governmental Services Center open workshops than becoming a KCPM program participant. Having earned an MPA they have already obtained some of the knowledge contained in the program.

Goals of the Program

1. Encourage high professional standards in the field of public management.

2. Create learning opportunities that enhance the knowledge and skills of current and future leaders in the Commonwealth of Kentucky's government.

3. Provide a management development program that is nationally recognized and regularly evaluated against the highest benchmarks.

4. Offer a forum for managers throughout Kentucky state government to discuss current opportunities, problems, and issues.

5. Develop an identifiable pool of knowledge, expertise, and talent in the form of well-trained, highly motivated dedicated managers and potential managers.

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KCPM Nomination Process

Each semester, the Governmental Services Center will enroll 30 CPM candidates into the program. Cabinets may nominate up to 10 candidates for the CPM program annually. General Government entities may nominate up to 2 candidates for the CPM enrollment. Local Governments may nominate up to 2 candidates for the CPM program.

The nominee completes the application form found at: http://personnel.ky.gov/NR/rdonlyres/03FD480B-9CA6-447E-8DFD-BB79F54AB2B6/0/KCPMFormJuly07.doc.
The nomination and application form is submitted to the candidate's immediate director or manager, to complete their portion of the nomination form and validate the qualifications of the candidate. The cabinet or agency receives the CPM applications for processing the document according to internal procedures. The top ten candidates will be submitted to GSC. General Government Agency contacts will process the documents according to internal procedures and designate their top two candidates. *For agency specific information, potential candidates should contact their agency's training liaison or personnel administrator*.

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Eligibility Requirements

A nominee must meet at least one of the following requirements:

1.   Currently manage/supervise an organizational unit

2.   Currently manage a state government program or significant project

3.   Currently is being developed for a position in the agency or is part of an individual's professional development plan.

In addition to the above requirements, a candidate must have a **minimum of one year's service** in current position and not be on probation.

The nominee's director/manager attests that the nominee's work performance indicates the ability to succeed in the KCPM program and the director/manager must commit to support the nominee's participation fully. The director/manager must commit to attending periodic meetings to learn:

1.   What knowledge and skills the participant is acquiring in the KCPM program;

2.   How the participant's director/manager can use those improved competencies to achieve higher organizational performance.

The nominee's cabinet secretary or other designated agency executive must commit:

1.   To support the nominee throughout the KCPM program;

2.   To provide appropriate learning and developmental opportunities within their position.

3.   To seek opportunities tied to competency concepts promoted in the KCPM program for the benefit of organizational performance.

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KCPM Selection Process

Applications and nomination forms will be accepted by GSC before each KSU semester enrollment. Cabinet representatives should submit one completed copy of the application before the deadline.

GSC will facilitate a selection committee composed of the Executive Director of GSC, one other Personnel Cabinet member, at least one member of the Advisory Council, one Kentucky State University faculty member and at least one Kentucky CPM alumnus.

The Selection Committee will select the state's top 90 candidates. The top 30 will begin the program in the fall semester of the current year. The second tier of 30 candidates will begin the program in the upcoming spring semester and the third tier of 30 candidates will begin the program in the upcoming summer term.

All 90 candidates selected will be contacted immediately following the selection committee meeting and be required to participate in a program orientation

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Cost of Program

Assessed Agencies:

The Kentucky State University portion of the program has a cost of $390 per class and is paid by the candidate or their agency. KSU is responsible for 150 hours. In the two year program the participant will accumulated 15 college credit hours. The total cost of tuition and fees for the KSU portion of the CPM program is $1,950.00 for the 2008-2009 academic years. Textbooks for each course are the candidate's responsibility.

The costs for GSC facilitated workshops are in the state agencies' yearly assessment.

Non-Assessed Agencies:

Non-assessed agencies will be required to cover the cost of the entire program, the courses instructed by KSU and the workshops facilitated by GSC. The cost includes the 2008-2009 academic year tuition and fees of $390 per class to cover the KSU component. A fee of $125 per day is paid for each course facilitated by GSC.

Non-assessed candidates need a letter of understanding from their agency head or designee to GSC Executive Director, Dr. Sissy Meredith. This letter confirms the agency's agreement to reimburse GSC for the employee's fee for each GSC course.

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Candidate Support

The GSC staff provides information and assistance to candidates upon request.

The Kentucky State University Governmental Programs Coordinator provides candidate support for the KSU coursework. The KSU Coordinator can be reached at: (502) 597-7023 or (502) 597-5611.

A candidate is not assigned an advisor, but may call a GSC instructor, speak with him or her before or after a workshop, or make an appointment. For assistance call (502) 564-8170 or (502) 564-7455 ext. 253. Another way to reach GSC instructors is by e-mail, they are all listed in the global address book.

GSC sends an e-mail confirming enrollment in a workshop. You will receive an e-mail from the KSU Coordinator about your enrollment status in any KSU course. **Be sure to keep us informed of your current work e-mail address.** Your home e-mail address may be used as an alternative **only** if you do not have a work e-mail address. GSC correspondence may include specific workshop locations and parking instructions. **Read it carefully**.

Most GSC workshops are offered in Frankfort. However, efforts are made to offer classes in the western and eastern portions of the state. In addition, all Kentucky State University courses are offered online and can be accessed via the web.

For workshops in Frankfort, **parking permits** are required for vehicles parked in designated parking areas on the KSU campus. Permits will be sent via email from GSC with confirmation of enrollment in a workshop.

Workshops taken within two years of enrollment will be considered if the content has not changed. The program is designed to build skills, knowledge and abilities to become a successful manager so any review of skills should enhance your learning.

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Benefits of the Program

- Skills needed to be an effective manager/employee.

- The designation of Kentucky Certified Public Manager® is nationally recognized within the states associated with the consortium.

- Upon completion of CPM, the Personnel Cabinet will acknowledge two years of *management* experience.

- You will acquire fifteen (15) undergraduate hours toward a Bachelor of Public Administration degree or a Bachelor of Arts in Business Administration at Kentucky State University upon completion of the KCPM program.

- Graduates of the KCPM program are eligible to apply for an Educational Achievement Award if their agency participates in that program. Candidates are responsible for initiating the request for the award through their agency.

- Both candidates and graduates are eligible to join the Kentucky Society of Certified Public Managers. http://www.kscpm.org/

Note: *Completion of the KCPM program does not guarantee nor entitle the graduate to receive the educational achievement award of a 5% salary increase.*

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Exceptions and Removal

In extreme circumstances, an extension will be granted before removal from the program. Agencies have the authority to determine if and when an employee attends training. The agency head or designee also has the authority to remove a candidate from the program at any time.

Kentucky State University Courses:

The candidate must adhere to KSU policies and procedures for course matriculation. University policies and procedures are available for review in the University Catalogue which is on the web at www.kysu.edu under the Students tab on the opening web page.

Candidates will also be required to obtain a "C" or better in each on-line class in order to remain a KCPM candidate. Candidates receiving a grade lower than a "C" or an "Incomplete" can cause removal from the program.

For more information on KSU online CPM courses visit the Frequently Asked Questions (FOQ) on GSC KCPM web site: http://personnel.ky.gov

Governmental Services Center:

A candidate will be required to complete all training offered by GSC and KSU. GSC requires that all workshops, KSU courses, conference hours, and legislative observation hours be completed before starting the Capstone Project. Extreme circumstance will be reviewed on a case-by-case basis.

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Certified Public Manager Program Curriculum

The KCPM program is a 300 hour program. A total of 150 hours will be offered by Kentucky State University and 150 hours will be offered at GSC. The program requires a half-day orientation that introduces the candidate to Kentucky's program and to Kentucky State University faculty and staff. In addition, the program requires 15 hours of outside conferences focusing on leadership skills, and 5 hours of legislative observations

Kentucky State University:

The following list of courses will be instructed by Kentucky State University and total 150 hours of coursework:

1.   Human Resource Management – Year one
2.   Public Sector Management – Year one
3.   Organizational Behavior – Year one
4.   Budgeting Process – Year two
5.   Contemporary Public Policy – Year two

Governmental Services Center:

The following list of courses is offered by GSC. Eight courses are mandatory equaling 84.5 hours (∗) the remaining 19.5 hours are elective:

∗   Practicing Leadership (2 Days) – 13 hours
∗   Structured Behavioral Interviewing (2 Days) – 13 hours
∗   Assessing Organizational Performance (1 Day) – 6.5 hours
∗   Introduction to Project Management (2 Days) – 13 hours
∗   Team Building (1 Day) – 6.5 hours
∗   Managing Organizational Change (2 Days) – 13 hours
∗   Process Improvement (1 Day) – 6.5 hours
∗   Influential Leadership (2 Days) – 13 hours - Year two
−   Facilitation Skills (1 Day) – 6.5 hours
−   Leadership Communication (1 Day) – 6.5 hours
−   Strategic Planning (1 Day) – 6.5 hours
−   Presentation Skills (1 Day) – 6.5 hours

Note: _You can be enrolled in only three (3) GSC classes per quarter to allow time for practice of skills and techniques learned in workshops._

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PREFERRED CLASS ORDER

To gain the most from each workshop, we recommend that you take the following classes in the order listed below:

1. **Practicing Leadership - Mandatory - First Class**
2. **Team Building - Mandatory**
3. **Process Improvement - Mandatory**
4. Leadership Communication - Elective
5. Strategic Planning - Elective
6. Facilitation Skills - Elective
7. **Assessing Organizational Performance - Mandatory**
8. **Introduction to Project Management - Mandatory**
9. **Managing Organizational Change – Mandatory**
10. Presentation Skills - Elective
11. **Influential Leadership* - Mandatory - Last class**

(*****) indicates that there are pre-requisites to this class.

Pre-requisite listing
- Practicing Leadership before Influential Leadership*

Mandatory KCPM classes are listed in bold type.

Note: You can be enrolled in only three (3) GSC classes per quarter to allow time for practice of skills and techniques learned in workshops.

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National Certified Public Manager® Consortium's Competencies

Personal and Organizational Integrity

Workshop will increase awareness, build skills and model behaviors related to identifying potential ethical problems and conflicts of interest; appropriate workplace behavior; and legal and policy compliance.

Managing Work

Workshop develops skills for meeting organizational goals through effective planning, prioritizing, organizing and aligning human, financial, material and information resources. Empowers others by delegating clear job expectations; providing meaningful feedback and coaching; creating a motivational environment and measuring performance. Additionally, it monitors workload and documents performance. Assist managers to deal effectively with performance problems.

Leading People

Inspires others to positive action through a clear vision; and promotes a diverse workforce. Encourages and facilitates cooperation, pride, and trust and group identity; fosters commitment and team spirit. Articulates a vision, ideas and facts in a clear and organized way; and effectively manages emotions and impulses.

Developing Self

Managers should commit to continuous learning, develop self-awareness and plan individual performance through feedback, study and analysis.

Systemic Integration

Approaching planning, decision-making and implementation from an enterprise perspective; understanding internal and external relationships that impact the organization.

Public Service Focus

Delivering superior services to the public and internal and external recipients; includes customer/client identification, expectations, needs and the development/implementation of paradigms, processes and procedures that exude positive spirit and climate; demonstrates agency and personal commitment to quality service.

Change Leadership

Acts as a change agent; initiates and supports change within the organization by implementing strategies to help others adapt to changes in the work environment, including personal reactions to change, with emphasis on fostering creativity, innovation and being proactive.

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TESTING

Tests are designed to demonstrate the application of knowledge learned in the workshop. Tests focus on the application of key competencies and theories in the workplace.

Kentucky State University Instructed:

- CPM candidates must comply with all KSU policies and procedures for test taking and course requirements.

- Test results are confidential and stored in a secure location.

- The curriculum is sequential and candidates will not be allowed to progress to the next course until the prior course requirements have been met.

APPLIED PROJECTS AND CAPSTONE PRESENTATION

Why are applied projects and a Capstone project required for completion?

The National Certified Public Manager ® Consortium says that applied projects are "...a requirement for a written demonstration of participants' effectiveness in **applying core materials to their job environment."**

Applied Projects:

Candidates will complete one applied project at the end of each course instructed by Kentucky State University. The projects are designed around specific assessments and theories and provide an opportunity for participants to apply their gained knowledge and skills at work. Projects should represent your practice of a workshop skill, technique or model in the workplace. Keep in mind opportunities where workshop knowledge would enhance your work experience.

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Conferences/Seminars:

CPM participants should select other sources for developing their leadership skills. The 15 hours of conferences/seminars should enhance your management and leadership skills and not the technical skills for your position. Prior approval is required of all conferences to ensure they meet CPM guidelines. See the Conference/Seminar Approval form on the official GSC website.

Legislative Observations:

To broaden the understanding of the legislative process CPM candidates will observe any part of the Kentucky Legislature. http://www.lrc.ky.gov/home.htm
The Legislative Observation form is located on the GSC official website.

Capstone Project:

CPM candidates will be required to complete a final capstone project that GSC will enroll the participants into upon completion of all other program requirements. Teams will be assembled and required to complete a project that has been submitted by a state agency. The teams will have to complete the projects and present their findings to the sponsoring agent and an evaluation panel.

PROGRAM WORKSHEET

This worksheet is provided for tracking your progress in the Kentucky Certified Public Manager® program.

NAME: _____

Admission Date: _____/_____/_____

Deadline Date: _____/_____/_____

Date of Course / Workshop	Workshop Test	CPM Program Courses / workshops
		Orientation Seminar (Required) (GSC & KSU)
		Human Resource Management (KSU)
		Introducing Public Administration (KSU)
		Organizational Behavior (KSU)
		Budgeting Process (KSU)
		Contemporary Public Policy (KSU)
		GSC workshops **1. Practicing Leadership (13 hours)** **2. Structured Behavioral Interviewing (13 hours)** **3. Managing Organizational Change (13 hours)** **4. Team Building (6.5 hours)** **5. Process Improvement (6.5 hours)** **6. Assessing Organizational Performance(6.5 hours)** **7. Introduction to Project Management (13 hours)** **8. Influential Leadership (13 hours)** **9. Elective Courses (19.5)**
		Legislative Observations (5 hours required)
		Conferences/Seminars (15 hours required)

_____/____/_____   Capstone Seminar

_____/____/_____   Request for Certification submitted

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*The Capstone Seminar is taken once **all** other requirements are met.

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Legislative Observations

Requirement is to have **4 hours** of observation of the legislative process. You can attend committee meetings, hearings, interim committee meeting (Pursuant to KRS 7.103 the interim shall begin on June 1 and continue through December 1 of each year), of the Kentucky General Assembly (either the House of Representatives or the State Senate), and/or joint committees.

Purpose
CPM graduates would better understand the legislative branch of the Commonwealth of Kentucky. Graduates should be aware of the role of legislators, how the executive branch staff interacts with the legislative branch, and be able to use and understand the terminology of the legislative process.

You would complete the following form for each observation you make.

Name _____

Date_____ Observation Began _____   Ended_____

House _____   Senate _____   **OR**

House Committee on _____

Senate Committee on _____

Joint Committee on _____

Please try and address the following areas as you tell us about your legislative hearing experience:

- Legislation or issue is being discussed? (example HB 235, or SB 532; hearing on sexual offenders)
- Important people in attendance (i.e., legislative members, people who testified, etc.)
- What were the different sides or issues?
- What happened during the session (provide some detail)? Was there a vote? What happens next? (goes to the floor for consideration)

The bullet points provided above are guidelines. You are expected to respond in paragraph form using correct grammar and punctuation. Failure to adhere to these requirements will result in non-acceptance of your form.

This form is to be submitted to CPM Program Coordinator, GSC. Katy Cave@ky.gov

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Conference and Seminar Approval Form

Approval for a Conference or Seminar must be done before attending.

Name_____

Agency_____

Date of Conference or Seminar _____

Title of Seminar or Conference?

_____

Who is hosting the Conference? _____

How many hours will be **Leadership or Management** information? _____

What do you hope to gain by attending this conference or seminar?
(Be specific about they type of information, and how it will assist you in the CPM program or on the job. Attach a copy of the brochure, flyer or e-mail advertising the session.)

This form is to be submitted to CPM Program Coordinator, GSC. Katy Cave@ky.gov

**A certificate is proof of attendance submitted after attending the conference to gain credit.

| _____ | **Approved** | ☐ |
| _____ | **Disapproved** | ☐ |